



JOE MOROLONG
LOCAL MUNICIPALITY

"NC 451"

"

FINAL SERVICE DELIVERY, BUDGET AND IMPLEMENTATION PLAN (SDBIP) 2013/14

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INTRODUCTION

There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organization as a whole. Within the Municipality the annual cycle of planning budgeting takes place in the form of the IDP. Out of that the broad outcomes and key performance areas for a municipality are developed or re confirmed by the political leadership. Based on the broad indicators (KPI's) into indicators for the Department. The targets set out in the SDBIP or operational plan for a Department become the key performance management cycle is linked to the District government financial year. As soon as the IDP is adopted in **June**, managers and staff sign their annual performance agreement or scorecard in **July**. Monitoring takes place throughout the year, and reviewing and rewarding are carried out the following **June** at the end of the financial year.

The following table details the timing and activities required for each of the four key phases in the performance management cycle:

Table 1: Timing and Activities of the four Phases of PMS

Phase	Timing	Activities
PLANNING	July each year i.e. beginning of financial year	<ul style="list-style-type: none"> • Manager/Supervisor to schedule meeting with Employee to agree in performance objectives * for the year. • Both the Manager/Supervisor and the Employee are required to prepare for this meeting.
COACHING	On-going throughout the year	<ul style="list-style-type: none"> • Manager/Supervisor to create both formal and informal opportunities to provide feedback to the employee on his/her performance against the agreed objectives. • Employee to ask for feedback and assistance when required.
REVIEWING	December of each year- midyear review June of each year – final review	<ul style="list-style-type: none"> • Manager/Supervisor to set up formal mid-year review in December to assess the relevance of the objectives and the Employee's performance against the objectives. It is recommended that formal scoring of objectives achieved to date is done so that non-financial rewards can be administered twice a year-see reward section of this policy document for further details. • Manager/Supervisor to set up a formal final review in June. <p>The process for reviewing performance is as follows:</p> <ul style="list-style-type: none"> • Manager/Supervisor to request input from "customers" on the Employees performance throughout the year. • Manager/Supervisor to prepare score of Employee's performance against agreed objectives as a result of the evidence and "customer" input. • Manager/Supervisor to ask Employee to prepare mid-year review or formal review by scoring him/herself against the agreed objectives. • Manager/Supervisor and employee to meet

		<p>to conduct formal performance review and agree final scores. It may be necessary to have two meetings i.e. give Employee scores and allow him/her time to consider them before final agreement. Where an Employee and Manager/Supervisor disagree on the score, the Manager's/Supervisor's decision is final.</p> <ul style="list-style-type: none"> • Manager/Supervisor and Employee to prepare and agree learning plan – this needs to be done at the final review in June and not at the mid-year review.
REWARDING	<p>Budget in February of each year</p> <p>Rewarding in January and July of each year</p>	<ul style="list-style-type: none"> • In February of each year the Manager/Supervisor is required to provide information to the Finance Department in relation to the budget and the possible maximum pay-out required in terms of the performance reward scheme. • Manager/Supervisor to review the result of his/her department's performance reviews and determine appropriate reward as per the reward section in the policy. • Manager/Supervisor to set up meeting with the Employee to give feedback on the link to reward as a result of the review.

The performance management system of Joe Morolong Local Municipality must-

- Promote efficiency and effectiveness in the operation of the municipality
- Reflect the developmental priorities of the municipality
- Promote the economic use of resources
- Comply in all respect with the relevant legislation
- Even handed and transparent in its impact on all role players in the municipality
- Measure performance at the municipal, departmental, project team and individual level
- Recognise and reward superior performance
- Identify performance that is substandard and have procedures and process in place to address such performance be politically driven, but administratively managed.

The Institutional Framework

Institutional framework for the performance management process is as follows:

- The council will receive a performance report from the Mayor on a mid-year basis (half-yearly)
- The Mayor is responsible for ensuring that the senior management of Joe Morolong Local Municipality gather relevant information throughout each reporting period and submit progress reports on a quarterly basis.
- The Municipal Manager and the senior management team must ensure that the key performance indicators and performance targets set are met. This requires proper work planning and scheduling, appropriate resourcing of activities and continuous supervision. The senior management must also identify substandard performance and take corrective action where necessary to ensure that performance targets will be met.
- The internal auditing function must audit and assess-
 - The accuracy of performance reports;
 - The functionality of the performance management system;

- Whether the performance management system complies with the Municipal System Act;
- The extent to which the municipality's performance measurements are reliable in measuring performance;
- The performance measurements of the Local Municipality; and
- Submit quarterly reports to the Municipal Manager and the Performance Audit Committee.
- The performance Audit Committee must-
 - Review the quarterly reports submitted to it;
 - Review the performance management system focusing on economy, efficiency, effectiveness and impact in so far as the key performance indicators and performance targets set by Joe Morolong Local Municipality are concerned and make recommendations in this regard to the Council through the Mayor; and
 - At least twice in a financial year submit an audit report to the Council through the Mayor.
- The Municipal Manager must compile an annual performance management report for submission to the Council through the Mayor. Access to this report must be provided to community structures, the MEC for District government, the Auditor General and the Minister for Provincial and District Government.

The Documentation

A service Delivery Budget Implementation Plan (SDBIP), and Departmental Service Delivery and Budget Implementation Plans for each of the departments of the municipality, in line with appropriate guidelines and legislation, must be developed annually. Section 57 Employees are required to sign a Performance Agreement, as prescribed in the District Government: Municipal Performance Regulations for Municipal Manager and Managers Directly Accountable to the Municipality Manager, in line with published regulations and/or amendments

Reviewing Performance

Two review sessions are held as follows:

- A midyear review is conducted in January to the relevance of the objectives as well as the Employee's performance against the objectives. The mid-year performance score is used to determine the link to non-financial rewards.
- A compulsory formal final review is conducted at the end of the financial year i.e. in June (assessment to be conducted in July). The final performance score is used to determine the link to non-financial rewards. A learning plan for the Employee must be developed at the end of the final review.

A fully functional Performance Management System (PMS) has been introduced in the Joe Morolong Local Municipal, consisting of the following elements (or sub-systems):

- **IDP goals and objectives** represent the long-term (5 year) performance indicators and targets for the municipality over the term of the elected council.
- The IDP indicators and targets are annually **aligned** to the **municipal budget** on an activity level (programmes and projects) as part of the IDP review process.
- Funded IDP goals, objectives, strategies, programmes and projects are annually cascaded down into the municipal **Service Delivery and Budget Implementation Plan** (SDBIP), where it is translated into annual municipal key performance indicators and targets.
- IDP activities are also cascaded down to **Departmental SDBIPs** (one for each of the municipality); a process whereby the responsibility for the implementation of the IDP aligned with the—

- Annual **individual Performance Plans** (which is part of the Performance Agreements of the respective section 57 managers), because the departmental SDBIPs are used as a reference source for the formulation of the key performance indicators and targets against which the different section 57 managers will be evaluated and performance assessed.

Figure 2: *Relationship among individual and institutional performance plans*

Municipal PMS

The municipal monitoring and evaluation system, which is one of two main sub-elements within the Performance Management System (the other one being the individual PMS), directed in terms of the *Organizational Performance Management Policy* of the municipality and has the following features:

- The municipality derives its inputs, outputs and outcomes indicators from the IDP.
 - The required key performance indicators specified in the Municipal Planning and Performance Regulations (Regulations 10) are included in the municipal SDBIP to be measured as part of the quarterly measurement of municipal performance projected in the municipal SDBIP.
 - The municipality annually review its key performance indicators as part of the process of reviewing its IDP, PMS and SDBIPs, as required in Required in Regulation 11 of the Municipal Planning and Performance Management Regulations.
 - The municipality annually attempts to structure its planning and organising systems and processes in such a manner that it is capable of complying with Regulations 12 of the Municipal Planning and Performance Management Regulations, 2001, as it relate to the setting of key performance targets. The key Performance Targets of the Municipality will therefore be practical and realistic;
 - Measure the efficiency, effectiveness, quality and impact of the performance of the municipality, administrative component, structure, body or person for whom a target has been set;
 - Commensurate with available resources;
 - Commensurate with the municipality's capacity and;
 - Consistent with the municipality's development priorities and objectives set out in its integrated development plan.
 - A *multi-year plan (Departmental Service Delivery and Budget Implementation Plan)* is prepared for each of the Departments in the municipality. These plans are required for the structured cascading down of the IDP to implementation level in the municipality.
 - A *municipal (to-layer) Service Delivery and Budget Implementation Plan (SDBIP)* is then compiled to integrate the individual departmental SDBIPs and guide the design and development of an organizational scorecard for the Municipality in respect of planned performance for a specific financial year.
 - The municipality aligned its budget with its Municipal (top-layer) Delivery and budget implementation Plan as part of the annual planning and budgeting processes as prescribed in the Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003.
 - The Municipality annually reviews its institutional *performance scorecard*. The scorecard reflects a balanced approach to measure and assessing organizational performance. In this regard the word *balanced implies* that the scorecard must reflect the key Performance Areas and IDP Objectives of the Municipal IDP.
- Performance planning and monitoring in the municipality is done according to the format of the prescribed five key Performance Areas, which are derived from Government's strategic agenda for District government, which are:
- Basic Service Delivery and Development;

- District Economic Development;
- Financial Viability and Management;
- Institutional Transformation and Organizational Development; and
- Good Governance and Public Participation.

Table 3: *Regulatory framework for an organizational PMS (monitoring and evaluation system)*

Municipal Monitoring and Evaluation System	<ul style="list-style-type: none"> • Chapter 6 of the Municipal System Act, 2000 • Chapter 3 of the Municipal Planning and Performance Management Regulations, 2001
Performance Reporting	<ul style="list-style-type: none"> • Mid-year budget and performance report: Section 72 of the Municipal Finance Management Act, 2003 • Annual Performance Report: Section 46 of the Municipal System Act, 2005

Table 4: GANTT Chart: PMS (Municipal)

		Milestone	2013						2014				2015				
			Mar	May	Jun	July	Oct	Jan	Apr	Jun	Jul	Aug	Jan	Mar			
1.	Draft IDP																
2.	IDP Road show																
3.	Approved IDP																
4.	Municipal SDBIP																
5.	Departmental SDBIP's																
6.	Performance Scorecard																
7.	Performance review: Q1																
8.	Performance review: Mid-year																
9.	Section 72 Report																

10.	Performance review: Q3													
11.	Closing of the FY													
12.	Performance review: Annual													
13.	Annual Performance Report													
14.	Annual Report													
15.	Oversight Report													

Individual Performance Management System

The Municipality Individual Performance Management Policy

The purpose of the municipality performance management policy is to provide guidance in the creation of pressures for change, help in providing meaningful capacity building interventions which eventually result in a culture of best practice, which will guide the development of municipal capacity building programmes and initiatives.

While the Performance Management Policy aims to encourage and provide guidelines for rewarding good performance, the monitoring and correcting of poor performance will be far more imperative in the attainment of the developmental mandate of the Joe Morolong Local Municipality. The Performance Management system ensures implementation of the following core components.

- Setting of appropriate key performance indicators;
- Setting measurable performance targets;
- Monitoring performance (Quarterly monitoring);
- Measuring and reviewing performance at least two times a year;
- Taking steps to improve performance
- Establishing a process of regular reporting.

The performance management system is linked to the operational budget of Joe Morolong Local Municipality through the determination of performance targets in the service delivery budget implementation plan (SDBIP). The budget and IDP process is linked to each other, reflected each year in the budget and planning framework. Budget priorities will be intergraded with development plan priorities and the areas that performance management system is developed to measure.

There are four key phases in the performance management cycle. These phases must be linked to the planning and reviewing phases of the organization as a whole. Within the Municipality the annual cycle of

planning and budgeting takes place in a form of the IDP. Out of that the broad outcomes and key performance areas for a municipality are developed or re-confirmed by the political leadership. Based on the broad indicators the various Departments should develop business plans or technical SDBIP's that translates Municipality's key performance indicators (KPI's) into indicators for the department. The targets set out in the SDBIP or operational for a Department becomes the key performance objectives or indicators for the head of a particular Department.

The performance management cycle is therefore linked to the District government financial year. As soon as the IDP is adopted in **May**, managers and staff sign their annual performance agreement or scorecard in **July**. Monitoring takes place throughout the year, and reviewing and rewarding are carried out the following **July** after the specific financial year.

The four phases of the cycle are explained below.

Planning

This involves the development of a top-layer SDBIP and technical SDBIP that logically rolls down translates indicators to functions, departments and ultimately individual within the organization.

Monitoring

In order to monitor, it is necessary to put mechanisms and systems in place to monitor implementation of plans. This includes reporting framework, tracking systems and feedback mechanisms.

Measuring

Measuring is about the measurement of targets that have been set. Measuring includes mechanisms such as benchmarking. Various departments will need to conduct exercises on benchmarking to assist in setting achievable, yet world-class targets.

Reviewing

This involves a systematic process of reviewing achievements stated plans and understanding the reasons for the variance where there is variance. It also involves the consideration of new developments and how these need to be incorporated into existing or new plans.

1. Draft Service Delivery and Budget Implementation Plan (SDBIP) 2013/14

• ***Community Services Department***

Departmental Purpose and Functions

- To render quality services to the community and for the achievement of the organizational vision.

Function of the Department

- Develop and ensure community satisfaction, affordability, affordability and accessibility.
- Understanding and responding to consumer dynamics with regard to Health Services, Community services, safety and security, housing and Parks and recreation.
- Strategic planning of the needs and requirements of the community and its well-being.
- Ensuring communication of goals, objectives and service level requirements of the community.
- Develop and directs staff.
- Develop; implement innovative tactical and strategic tasks.
- Render effective fire/disaster services
- Provide Management and Leadership within the function in the specific areas of veld fire management and public safety Services.

IDP Goal	Key Performance Indicator	Input Indicators	Output Indicators	Unit of measurement	Base line (reference to 2012/13 Annual Performance)	Targets: July-Sept 2013	Targets: Oct-Dec 2013	Targets: Jan – March 2014	Targets: April – June 2014
To conduct 4 environment awareness	Environment awareness through awareness	Personnel , information brochures and budget to	Environmental awareness campaign held	number awareness campaigns conducted	4 awareness campaigns	1	1	1	1

campaigns during the 2013/14 financial year	campaigns	perform environmental awareness		d	ns				
To effectively manage veld fires and the prevention thereof on an agency basis throughout the 2013/14 financial year; as measured in terms of the availability of essential firefighting equipment in all of municipal wards.	Ensuring effective veld fire fighting in the municipal area.	Personnel , information brochures and budget to perform fire fighting	Veld fires combated	Number of veld fires combated	100%	100%	100%	100%	100%
To construct two community halls	Construction of two community halls in Ditshaping and Padstow	Personnel , and budget to construct community halls	Halls constructed	Number of community halls constructed	Two halls	Planning and consultation	Starting Construction	Construction	Completion of Construction
To fence Cemetery		Personnel , and	15 Cemetery	Number of	One cemetery		Fencing of 5	Fencing of 5	Fencing of 5

es	Fencing of one Cemetery per ward	budget to fence cemeteries	es fenced	cemeteries constructed	y	Consultations	cemeteries	cemeteries	cemeteries
Construction of Sports facilities	Construction of two Sports facilities	Personnel, and budget to construct sports facilities	Two sports field constructed	Number of sports facilities constructed	0			1 hall	1 hall
To maintain and manage municipal recreational facilities	Maintenance and management of municipal recreational facilities	Personnel, and budget to maintain and manage recreational facilities	Recreational facilities maintained and managed	Number of recreational facilities maintained and managed	100%	Ongoing	Ongoing	Ongoing	Ongoing
To provide Waste management services	Collection of refuse from Hotazel and Vanzylsrus	Personnel, and budget for refuse collection	Household refuse collected	Number households serviced	100%	Ongoing	Ongoing	Ongoing	Ongoing
To provide monitoring of Library Services	To ensure monitoring of community libraries	Personnel, and budget for monitoring of library services	Library services monitored	Number of monitoring done	100%	Ongoing	Ongoing	Ongoing	Ongoing
To ensure effectiveness in	To ensure monthly departmental	Personnel to attend departmental	Departmental meetings held	Number of monthly meetings	10 departmental meetings	3 monthly meetings	3 monthly meetings	3 monthly meetings	3 monthly meetings

Communi-ty Services Departm-ent	ental meetings are held	meetings		held					
To construc-tlow cost housing	Construc-tion of 520 low cost houses	Personnel , and budget to facilitate constructi-on of low cost house	Low cost houses construct-ed	Number of Houses construct-ed	480 houses construc-ted	Construc-tion of 130 low cost houses	Construc-tion of 130 low cost houses	Construc-tion of 130 low cost houses	Construc-tion of 130 low cost houses
To establish municipa-l safety unit	Construc-tion of testing station	Personnel , and budget to establish municipal safety departme-nt	Testing station construct-ed	Percenta-ge testing station Construct-ed	0				1

- ***Corporate Services Department***

Departmental Purpose

To build a strong Municipal governance of Joe Morolong Local Municipality by rendering the corporate services to all departments and structures of the Municipality.

Functions of the Department

- Provision of an effective and efficient administrative support service to the Municipality with regard to all correspondence, enquiries, telephone services, printing, messenger services and management of all records and archives.
- Provision of an effective and integrated secretariat support to the council, all its committees and the, to ensure smooth running of the meetings and record keeping.
- Provision of Human Resources Management services to the municipality that effective and efficient Human Resource acquisition, maintenance and administration, development and utilization.
- Provision of effective and efficient event management, cleaning services by ensuring adequate coordination and cleaning services within the municipality, timeous and high standard catering services and proper arrangement of resources for all internal events for various directorate.
- Assures implementation of broader policies and adherence of external regulations.
- Accountable for the planning, implementation and optimizing of all activities and support required.
- Works with management to plan and implement programmes to meet Human Resource, Information Technology and other requirements supporting short and long- term business needs.
- Develops legal policies, procedures and guidelines to be utilised by all members of the Council, Municipal Manager, Directors and different units and sub-units.

IDP Goal	Key Performance Indicator	Input Indicators	Output Indicators	Unit of measurement	Base line (reference to 2012/13 Annual Performance	Target s: July-Sept 2013	Target s: Oct-Dec 2013	Target s: Jan – March 2014	Target s: April – June 2014
To ensure a competent efficient and effective municipal	Review of Human Resources Policies	HR Manager	Human Resource policies	Finalization of a reviewed human resources policies	8	Two policies	Two policies	Two policies	Two policies
	Review of employment equity plan	HR Manager	Reviewed employment equity plan	Reviewed employment equity plan	1		1		
	Skills Development Plan	HR Manager	Skills development plan	Skills development plan	1				1
	Skills Development Plan Reports	HR Manager	Reports	Submission of reports to council	4	1	1	1	1

	Organizational structure	HR Manager	Approved organizational structure	Approved organizational structure	1				1
	To ensure functional IT communication network	IT Manager	A fully functional network at June 2014	IT network	Network in process of established				1
	Local Labour forum	HR Manager	Functional LLF	Functionality of the Local Labour Forum	2	1	1	1	1
	Adherence to time line on submission of items for council and Portfolio Committee		Scheduled council agenda items	Schedule in place for submission of council agenda items	4	1	1	1	1
	Adherence to both portfolio committee and council meeting		Scheduled portfolio committee meeting	Schedule of council meeting with full preparation	4	1	1	1	1
	Implementation of council resolution		Monitoring on implementation of resolution	No monitoring on implementation of council resolution	4	1	1	1	1
Departmental meetings	To ensure effectiveness in the department		Monthly meetings held	Number of monthly meetings held	10	3 monthly meetin	3 monthly meetin	3 monthly meetin	3 monthly meetin

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• ***Planning & Development Department***

Departmental Purpose

- To lead and direct the municipal IDP and LED in insuring that all identified municipal priorities are communicated to all departments including sector departments in making sure that the municipality is able to implement its mandate with regard to the IDP

Departmental Functions

- Develop and direct the implementation of IDP, PMS and LED
- Develop and implement IDP, PMS, and LED procedures and plans
- Ensure implementation of the IDP
- Ensure implementation of PMS
- Ensure intergovernmental coordination
- Promote good governance
- Ensure implementation of LED Strategy
- Develop, promote and facilitate SMME opportunity, growth and development of the municipality

IDP Goal	Key Performance Indicator	Input Indicators	Output Indicators	Unit of measurement	Base line (reference to 2012/13 Annual Performance	Targets: July-Sept 2013	Target s: Oct-Dec 2013	Targets : Jan – March 2014	Target s: April – June 2014
Reduce unemployment rate and stimulate economic growth	Development of LED policy	LED Manager LED Officers Budget	Adopted LED policy	Number of LED policy adopted	0		1		
	Implementation of LED	LED Manager	Implemented	Number of		3	3	3	3

	Strategy	er LED Officer s Budge t	projects in the strategy	projects implemen ted within the strategy	7				
	Compilation of LED implementat ion plan linked to the LED strategy	LED Manag er LED Officer s Budge t	Compile d implanta tion plan	Number of implemen tation plan develope d	0	1			
	Provide assistance to SMMEs through SEDA	LED Manag er LED Officer s Budge t	Capacita ting SMMEs with training	Number of training provided to SMME's	0	2	2	2	2
	Informing staff on the reviewed budget	LED Manag er IDP Manag er LED/I DP Officer s	Departm ental meeting on the reviewe d budget	Departme ntal staff being aware of the budget and contribut ed	1	1 departm ental meeting to deal with budget			
	Developmen t and update of SMME database	LED Manag er IDP Manag er	Updated SMME databas e	Number of database updated	0	1			

		LED/I DP Officer s							
	Establishment of LED forum	LED Manager IDP Manager LED/I DP Officer s	LED forum established	Number of LED forum established	0	1			
	Business/co ntractor incubator programme	LED Manager IDP Manager LED/I DP Officer s	Report on economic impact as a result of incubator programme	Number of report submitted	0			1	
	Provision of support to emerging farmers	LED Manager IDP Manager LED/I DP Officer s	Participation of emerging farmers in NAMPO	Number of farmers participated in NAMPO	0				10

	Tourism marketing	LED Manager IDP Manager LED/IDP Officers	Annual tourism exhibition show	Number of tourism shows	0		1		
	Tourism Indaba	LED Manager IDP Manager LED/IDP Officers	Participation in tourism Indaba	Number of SMME participated in tourism indaba	0		Application to participate in the Indaba	Procurement of material and exhibition space	5 SMMEs to participate in the Indaba
Fulfill municipal statutory and mandatory obligation to inform and liaise with its key stakeholders in terms of number of budget, IDP road shows and implantation of the	Conducting IDP and Budget road shows	LED Manager LED/IDP Officers	Road shows conducted	Number of IDP and Budget road shows meetings	2 road shows conducted		1	1	

process plan									
	Adoption of IDP process plan	IDP Manager LED/IDP Officers	1 process plan adopted	Adopted IDP	1 process plan adopted	1			
	Implementation of IDP process plan	IDP Manager LED/IDP Officers	Process plan implemented	Number of activities implemented in the plan	60% of the plan implemented	100%	100%	100%	100%
	To ensure effectiveness in the department	All	Monthly departmental meetings held	Number of monthly meetings held	9 departmental meetings held	3 monthly meetings	3 monthly meetings	3 monthly meetings	3 monthly meetings
	Approval of the Municipal Top Layer SDBIP	IDP Manager PMS/IDP Officers		Approved Top Layer SDBIP					1
	Finalization of the Departmental SDBIPs	IDP Manager PMS/IDP Officers	Finalised departmental SDBIP	Finalised documents of technical SDBIP	5 departmental SDBIPs	5 departmental SDBIPs finalized			

	Review of the Performance Plans of Section 56 managers	IDP Manager PMS/IDP Officers	5 performance plans	Performance plans reviewed	5 performance plans	5 performance plans reviewed			
	Submission of quarterly and mid-year budget and performance reports by all section 56 managers	IDP Manager PMS/IDP Officers	Quarterly and mid-year report submitted	Submission of quarterly report and mid-year report	All report submitted	Submission of quarterly report	Submission of quarterly report	Submission of mid – year report	Submission of quarterly report
Finalization of the Annual Performance Reports; Oversight Report;	Finalization of the Annual Performance Report	IDP Manager PMS/IDP Officers	Finalised reports	Final annual performance and oversight report	1			1	
Annual evaluations of the performance of section 57 managers	Evaluation of section 56 managers	IDP Manager PMS/IDP Officers	Evaluation done	Evaluation report	0	1			
	Finalization of the Oversight Report	IDP Manager PMS/I	Oversight report	Finalized oversight report	1				1

		DP Officers							
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1.4 Technical Department

IDP Goal	Key Performance Indicator	Input Indicators	Output Indicators	Unit of measurement	Base line (reference to 2012/13 Annual Performance	Targets: July-Sept 2013	Targets: Oct-Dec 2013	Targets: Jan – March 2014	Targets: April – June 2014
Construction / Upgrading of bulk water infrastructure	Provision of bulk water in Heuningvlei - phase 2(a)	Resources , including personnel, budget and required equipment	Bulk Water phase 2(a) completed	1 Practical completion certificate	1			1	
	Provision of bulk water in Heuningvlei - phase 2(b)	Resources , including personnel, budget and required equipment	Bulk Water phase 2(b) completed	1 Practical completion certificate (Target is Aug 2014, depending on funds)	1				
Construction of water schemes (where there is no water infrastructure)	Water Supply to the following villages: <ul style="list-style-type: none"> Adderly Moseken g Radiatso ngwa 	Resources , including personnel, budget and required equipment	New water networks supplied	7 Practical completion certificates	7				7

	<ul style="list-style-type: none"> • Wateraar • Drieloop • Motlhoeng • Makgala di 								
Refurbishment of existing water networks	Replacing tanks, engines and engine basis for the affected areas in Joe Morolong	Resources , including personnel, budget and required equipment	Water networks renewed	1 Practical completion certificate	1				1
Upgrading of existing Water Supply	<p>Water Supply Augmentation to:</p> <ul style="list-style-type: none"> • Klein Neira – phase 2 • Makhubung • Kiangkop • Danoon • Dithakong 	Resources , including personnel, budget and required equipment	Water Supply networks upgraded	5 Practical completion certificate	5		2	1	2
Extension of Water networks	<ul style="list-style-type: none"> • Masankong • Gadiboe • Bendell – 	Resources , including personnel, budget and required	Water networks extended	3 Practical completion certificate	3			2	1

	phase 2	equipment							
To report on general operations and maintenance of water networks in all affected areas of Joe Morolong Local Municipality throughout the 2013/2014 financial year	Preparing and submitting a quarterly operations and maintenance plan to council	Information gathered, General reporting practices	An informed Council	A Council approved quarterly report	4	1	1	1	1
To ensure that the Water Services Development Plan of Joe Morolong is reviewed and approved by Council for implementation in 2013/14	Review and approval of the WSDP	Stakeholder inputs, WSDP criteria and Previous WSDP	WSDP reviewed and approved	A approved WSDP	1				1
To peruse the eradication of the sanitation backlog through the erection of Ventilated Pit Latrines in 2013/14	Construction of Ventilated Pit Latrines in identified areas	Resources , including personnel, budget and required equipment	Number of units erected as per priority list	Happy letters	3000 units	500	750	750	1000

Construction / Upgrading of internal roads infrastructure in 2013/14	Completion of the construction of internal roads at Makhubung and Deurham	Resources , including personnel, budget and required equipment	2 Internal roads upgraded	2 Practical completion certificates	2		1		1
To create storage and office space for staff in 2013/14	Designing of stores and office facilities for the Technical Services Department	Resources , including personnel, budget and required equipment	Offices designed according to requirements	1 Design plan	1	1			
	Construction of stores and office facilities for the Technical Services Department	Resources , including personnel, budget and required equipment	Offices built according to plan	1 Practical completion certificate	1				1
Installation of yard connections	Installation of yard connection in 1 village per ward	Resources , including personnel, budget and required equipment	Yard connection done	Happy letters	90% of applications attended to	On going	On going	On going	On going
Operation and maintenance of water infrastructure networks	Operate and upgrade network according to priorities determined by council	Council determined priorities, personnel, operational budget and required equipment	Functional water infrastructure	Number of job cards finalized	90% of requests attended to	On going	On going	On going	On going
Water	To compile and approve	Joe Morolong'	An approved	1 Water safety	1		1		

Safety Plan	a water safety plan	s safety requirements	water safety plan	plan					
Upgrading of Access Roads	Upgrading of existing access between N14 and Khankudung roads – phase 1	Resources , including personnel, budget and required equipment	Access road tarred	1 Practical completion certificate	1		1		
	Upgrading of existing access between N14 and Khankudung roads – phase 2	Resources , including personnel, budget and required equipment	Access road tarred	1 Practical completion certificate	1				1
Roads operations and maintenance	To ensure that there are well maintained road in Joe Morolong	Resources , including personnel, budget and required equipment	Roads maintained	In all 15 wards	15	3	4	4	4
Road Management System	Implement Road Management System	Stakeholder requirements, road audits	Road Management System implemented	Compliance with Road Management System	90% of assessments	On going	On going	On going	On going

- **Financial Services Department**

IDP Goal	Key Performance Indicator	Input Indicators	Output Indicators	Unit of measurement	Base line (reference to 2012/13 Annual Performance)	Targets: July-Sept 2013	Targets: Oct-Dec 2013	Targets: Jan – March 2014	Targets: April – June 2014
Capacity building	Establishment of a fully structured Finance Department	CFO Budget		Percentage of key financial functions incorporated into the structures of the finance department	2	5			
Training events (4 – 1 per quarter) for the personnel of the Finance Department	Training of Finance staff	CFO Budget	Trained staff in finance	Finance staff to be trained in relevant skills required to achieve effective, efficient and economical financial management – with specific reference to Budget implementation of GRAP and in-house training on the municipal financial management system	5	2	3		

Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	CFO	Submission of AFS	Submission of Annual Financial Statements	12	3	3	3	3
• Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	CFO Income personnel		Number of reports submitted within 10 days from month end: Sec 71		3	3	3	3
• Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	CFO		Number of statutory reports submitted.(FMG,MSIG,W SOG,RM,MIG)		3	3	3	3

other statutory reports									
• Preparation and submission of Annual Financial Statements, monthly budget (section 71) reports and other statutory reports	Effective and accountability in terms of reporting on income and expenditure to relevant stakeholders	CFO		Number of MFMA quarterly returns submitted.(Borrowing and Monitoring, Long-term contracts, Municipal Entities, Municipal Finance Management Implementation Plan.	Number of reports submitted each quarter.	1 each	1 each	1 each	1 each
To put in place a municipal tariff system to collect revenue (rates and taxes) from users of municipal services by the closing of the 2013/14 financial year. (For specific targets, refer to the "service standards" and "key performance				Tariff system informed and regulated by – A legislatively and policy compliant debtors and creditor's control policy					

ce targets" attached to this objective).									
				<ul style="list-style-type: none"> Council approved policies: Creditors and Debtors control 	1	1			
Proper implementation of Supply chain management policy		Obtaining quotations after a requisition has been made and a correct purchase order issued.		Number of quotations obtained	3	3	3	3	3
		Payment of creditors within 30 days of invoice		Payment processed within 30 days	% of payments done within 30 days	80%	80%	80%	80%
	To ensure that projects funds are available when needed.	Timeous disbursement and transfer of projects funds		% of timeous disbursements and transfer of funds	90%	90%	90%	90%	90%
	Functional Bid committees	To ensure that Bid committees meetin		Number of days after closing date of bids	90 days	90days	90days	90days	90days

		gs are held in order to achieve value for money in the bid processes							
		Distribution of Bid Committee minutes to members		Number of days after the meeting	5 days	5 days	5 days	5 days	5 days

FINAL BUDGET 2013/ 14

BREAK DOWN OF CONTRIBUTION TO CAPITAL					
	OFFICE PARTIONING		R 500 000.00	R -	R -
	SOFTWARES		R 90 000.00	R -	R 454 162.00
	OFFICE FURNITURE		R 25 000.00	R -	R 50 000.00
	COMPUTERS & PRINTERS		R 682 000.00	R 21 300.00	R 227 684.50
	VEHICLES		R 8 450	R 9 592	R 14 524

			000.00	444.57	316.29
	CONTAINER		R 200 000.00	R -	R -
	TRAFFIC PHASE 1 (INFRASTRUCTURE)		R 2 000 000.00	R -	R -
	CEMETRIES		R 680 000.00	R 950 000.00	R 2 300 000.00
	TRAFFIC		R 100 000.00	R -	R -
	HALLS		R 4 800 000.00	R 4 950 000.00	R 7 500 500.00
	KIANG KOP		R 4 285 000.00	R 9 726 250.00	R 7 730 343.00
	WATER		R 27 036 000.00	R 33 000 000.00	R 27 000 000.00
	SANITATION		R 15 000 000.00	R 13 500 000.00	R 11 000 000.00
	ROADS		R 9 722 874.10	R 14 656 262.67	R 16 099 970.99
	SPORTFIELD		R 8 287 950.00	R 8 564 250.00	R 9 110 850.00
	TOTAL		R 81 858 824.10	R 94 960 507.24	R 95 997 826.78
<u>Revenue By Source</u>	<u>2012/13</u>	2013/14	2014/15	2015/16	
roperty rates		R11 683 886.50	R 12 411 792.62	R 13 185 047.30	
roperty rates - penalties & collection charges					

ervice charges - electricity revenue		R 6 750 516.63	R 7 722 591.02	R 8 834 644.13	
ervice charges - water revenue		R 5 783 063.12	R 6 515 198.91	R 7 340 023.09	
ervice charges - sanitation revenue		R 838 669.38	R 890 918.49	R 946 422.71	
ervice charges - refuse revenue		R 570 643.92	R 606 195.04	R 643 960.99	
ervice charges - other					
ental of facilities and equipment		R 65 508.39	R 73 487.98	R 82 161.07	
nterest earned - external investments					
nterest earned - outstanding debtors					
ividends received					
ines					
icences and permits					
gency services					
ransfers recognised - operational		R 94 721 175.90	R103 464 487.33	R 120 119 178.76	
ther revenue		R 920 121.17	R 583 106.29	R 596 740.34	

ains on disposal of PPE					
OTAL		R 121 333 585.01	R 132 267 777.68	R 151 748 178.40	
mployee related costs	R 25 390 791.80	R 35 712 801.95	R 37 941 153.81	R 39 917 170.90	
emuneration of councillors	R 6 954 486.93	R 7 437 823.77	R 7 921 282.32	R 8 309 425.15	
ebt impairment	R 158 850.00	R 169 890.08	R 180 932.93	R 192 693.57	
epreciation & asset impairment	R 1 151 984.44	R 5 615 343.58	R 5 901 726.10	R 6 190 910.68	
inance charges	R 785 000.00	R 900 452.00	R 957 356.68	R 1 004 267.16	
ulk purchases	R 9 867 974.72	R 11 006 092.45	R 11 996 640.76	R 13 076 338.43	
ther materials	R -	R -	R -	R -	
ontracted services		R 6 105 862.78	R 6 472 005.30	R 7 794 062.89	
ransfers and grants					
ther expenditure	R 43 075 242.71	R 32 750 318.30	R 35 656 685.21	R 42 476 303.82	
oss on disposal of PPE					
Total Expenditure	R 87 384 330.60	R 99 698 584.90	R 107 027 783.11	R 118 961 172.61	

Surplus/(Deficit)		R 21 635 000.11	R 25 239 994.57	R 32 787 005.79	
ransfers recognised - capital		R 60 223 824.00	R 69 720 513.00	R 63 210 821.00	
ontributions recognised - capital					
ontributed assets					
TOTAL INCOME		R 181 557 409.01	R 201 988 290.68	R 214 958 999.40	
TOTAL EXPENDITURE		R 181 557 409.00	R 201 988 290.35	R 214 958 999.39	